

AIR FORCE STRATEGIC PLAN 2006-2008



AIR



SPACE





U.S. AIR FORCE

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Our Mission

The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests – to fly and fight in Air, Space, and Cyberspace.

Delivering sovereign options means operating across the Joint Spectrum so that we provide to the President scalable choices that are unlimited by distance and time, and span the entire range from humanitarian assistance to nuclear strike. It includes the powerful option to use timely information to deter and to avoid use of kinetic weaponry. All these options have one common foundation – persistent, lethal, overwhelming air, space and cyberspace power massed and brought to bear anywhere, anytime. The criterion for victory is to achieve the President's aims, and the means is dominance. This is our contribution to the Joint Fight, with unique capabilities.

We execute our mission in a challenging environment. The 2006 Quadrennial Defense Review (QDR) Report describes this environment and provides the strategic context and overarching guidance that direct our planning efforts. We will fully support the Department of Defense (DoD) as it transforms to best address the challenges of this strategic

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environment. The QDR expands our focus in several ways: from nation-state threats to non-state adversaries, to threats from decentralized networks of non-state adversaries; from peacetime planning to rapid adaptive planning; from major conventional combat operations to multiple irregular, asymmetric operations; from an emphasis on ships, guns, tanks and planes to a focus on information, knowledge, and timely, actionable intelligence; and from static alliances to dynamic partnerships, across the Joint and Coalition Command Structure.

We will fly and fight in every dimension of the long war — working as part of the Joint team to “find, fix and finish” new and elusive foes in unconventional operations as well as their state sponsors through conventional operations.

Per the QDR, our first and foremost challenge is to win the long war against global terrorism. We will fly and fight in every dimension of the long war – working as part of the Joint team to “find, fix and finish” new and elusive foes in unconventional operations as well as their state sponsors through conventional operations. In both cases, we will fully integrate air, space and cyberspace operations, compressing the kill chain and ultimately presenting more flexible options to combatant commanders. We will also support the Department’s efforts to develop stability operations capabilities, by working with the other Services and the Chairman of the Joint Chiefs of Staff to develop Joint operating

concepts and capabilities for security, stabilization, transition, and reconstruction (SSTR) missions.

Our watchword is interdependence. We understand that everything we do must contribute to joint warfighting capabilities, and that our success depends on the dedication, professionalism and skills of our Airmen.

In the QDR, the Secretary of Defense and senior leaders from throughout the Department stated the priorities for the immediate and distant future. The Air Force and every other element of DoD will work together to defeat terrorist networks, defend the homeland in depth, shape the choices of countries at strategic crossroads, and prevent hostile states and non-state adversaries from acquiring or using weapons of mass destruction (WMD). Everything we do must contribute to the success of our nation’s fighting forces in these four areas. This strategic plan presents the vision, goals and objectives our Air Force will pursue in support of Department of Defense priorities.



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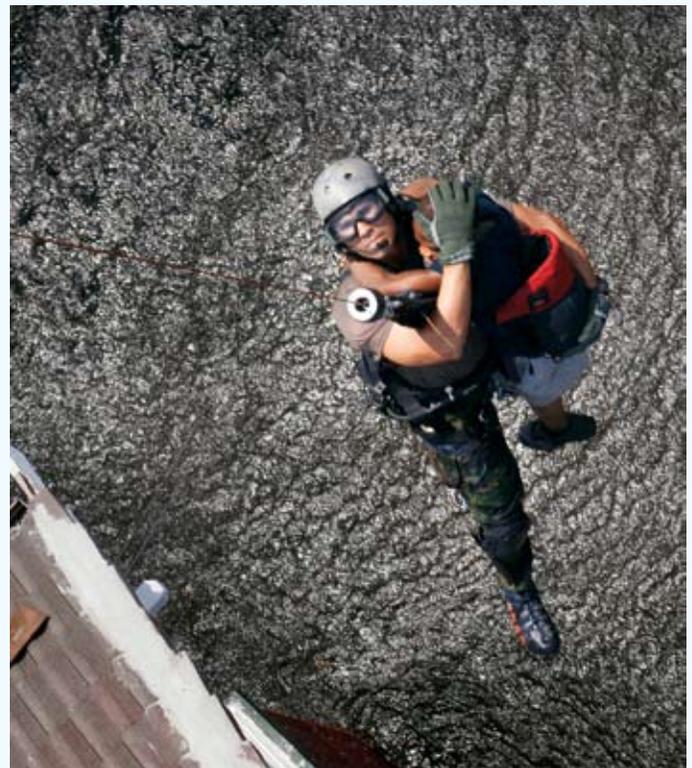
Our Strategy

Strategy is about choices – what we choose to prioritize, our actions in support of our priorities, the order in which we take them, and how we allocate resources against our priorities to support the Nation's Objectives. Fulfilling our role as a Military Service under Title X, most of our choices have to do with organizing, training, and equipping our air, space, and cyberspace forces. As the foundation of our strategy, we have distilled three specific Air Force priorities as the criteria for judging every choice we make:

- ★ Winning the war on terror ... *while preparing for the next war*
- ★ Developing and caring for Airmen and their families... *to maintain our competitive advantage*
- ★ Recapitalizing and modernizing our aircraft, satellites and equipment ... *to optimize the military utility of our systems and to better meet 21st Century challenges*

Each of these Air Force priorities flows from the national strategy and directly supports the priorities our DoD senior leaders have defined for DoD as a whole. By focusing on winning the war on terror while simultaneously preparing for the next war, whatever and whenever it may be, we sustain our Nation's commanding advantage against the full spectrum of potential challengers.

By focusing on developing and caring for our Airmen, we ensure they have the skills needed to work alongside their Joint partners. Our Airmen will defeat terrorist networks wherever we find them and conduct the complex operations necessary to defend our homeland in depth.



Every choice we make must help us win today's war, prepare for tomorrow's war, develop our people, and modernize our force structure.

By recapitalizing and modernizing our air superiority, strike, space, ISR, mobility, and other systems, we will ensure we have the right capabilities to deter or defeat future threats to our Nation.

Every choice we make must help us win today's war, prepare for tomorrow's war, develop our people, and modernize our force structure.

Our Vision – La





sting Heritage...Limitless Horizons

We inherit an Air Force forged through the ingenuity, courage and strength of Airmen who preceded us. Our duty today is to bequeath to our Nation and the next generation of Airmen an equally dominant Air Force.

Our vision is an Air Force where every Airman fights alongside and above our fellow Soldiers, Sailors, and Marines, and puts air, space, and cyberspace power on target as part of a dominant Joint warfighting team. It is a vision of an Air Force that leverages asymmetric advantages across the "commons" to provide desired effects - an Air Force that develops, sustains, and is



always sharpening its warfighting edge - an Air Force that provides the most highly motivated, trained, and respected Airmen in the world to accomplish its missions with integrity and leadership as an integrated Total Force team.

The Air Force of today and of the future will strengthen the entire Joint and Coalition team.

The Air Force of today and of the future will strengthen the entire Joint and Coalition team.

By dominating the air, space, and cyberspace, we pave the way to victory. In keeping with our historical emphasis on technological innovation and transformation, our future Air Force will deliver more effective and capable options to the President and the Secretary of Defense. These options will be crucial to the defense of our Nation as we continue to wage the GWOT in concert with allies while transforming the Joint Force for any future contingency.

This plan embodies how we will continue to rely on our proven template for success: joint warfighting, innovative culture, and Total Force. Our Airmen will be the best Joint warfighters we can develop. We will innovate to transform our systems and our concepts of operation. We will remain a Total Force that focuses on our most vital component - our Airmen.





Air Force Goals

To ensure we can execute our mission, today and always, we will build and sustain the world's foremost air, space and cyberspace force. The Air Force will provide Joint Force Commanders the air, space, and cyberspace capabilities they need to conduct integrated interdependent combat operations.

Of course, building the world's foremost air, space and cyberspace force requires substantial investment and must provide the best possible value to the American people. Our aim is to be lean, lethal and agile. Good stewardship demands that we use technology and other enablers that allow us to streamline and flatten our organizations, reach back for support, and implement more efficient operations and business practices. More efficient use of time and money today will help us recapitalize and modernize our resources to better meet our future challenges and produce

Just as we set the bar high in warfighting, we must also set high standards for our stewardship of the Nation's resources.

more combat capability for tomorrow. Just as we set the bar high in warfighting, we must also set high standards for our stewardship of the Nation's resources.

Planning in this environment requires us to set goals that allow us to take action in ways that address both sides of this reality – that is, building the right Joint warfighting capabilities and instituting the right business practices while doing so. The right business practices

*Integrity First
Service Before Self
Excellence in All We Do*

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are instrumental in freeing our resources to support DoD priorities and create and sustain the lean, lethal, and agile capabilities our leaders demand. Accordingly, we have established seven goals for the Air Force:

- ★ Foster mutual respect and integrity
- ★ Sustain air, space and cyberspace capabilities
- ★ Provide persistent situation awareness
- ★ Develop Joint and battle ready trained Airmen
- ★ Improve the Total Force quality of life
- ★ Implement open, transparent business practices and achieve a clean audit
- ★ Foster Air Force Smart Operations across the Total Air Force

Foster mutual respect and integrity.

Our core values, *“Integrity First, Service Before Self, and Excellence in All We Do”*, underpin all our actions. They reflect the values we share from the moment we take our oath to support and defend the Constitution. We must walk the talk and build and strengthen our character through the daily exercise of our values in our words, actions and decisions. Our core values provide each Airman a firm foundation as we rise to meet the challenges and threats of the future.

Sustain air, space and cyberspace capabilities. Sustaining our capabilities means preserving and expanding our existing competitive advantages. We must field the world’s best air, space and cyberspace dominance capabilities, surface dominance capabilities, information and intelligence capabilities, battlespace awareness capabilities,



air mobility capabilities and agile combat support capabilities. Sustaining these capabilities is the foundation of the “force sharpening” that is the uncompromising key to success in all our priorities and across the spectrum of conflict. As we sharpen our Air Force, we will move towards a smaller but ever more capable force that is even more expeditionary, deployable, and effects-based than today’s. Our planning construct will be capabilities based and fiscally constrained (see discussion of the Air Force capabilities-based planning process in Appendix A). This construct will focus our efforts to improve the agility, speed, range, precision and lethality of our air, space, and cyberspace capabilities. We will work to sustain our dominance in all the domains in which we fly and fight, and to present a robust capability to combatant commanders to conduct networked 21st century warfare operations in defense of the United States. Our air, space and cyberspace capabilities will materially contribute to our freedom from attack, provide the freedom to attack, and secure the air, space, and cyberspace commons for command and control and application of force.

Air Force Goals

Provide persistent situation awareness. Persistent situation awareness comes from the integrated application of sensors, intelligence collection, exploitation, fusion, analysis and production, dissemination systems, and other Air Force air, space, and cyberspace systems. The Air Force will work to achieve persistent situation awareness to provide commanders the knowledge-enabled decision making capabilities necessary to ensure freedom from attack, freedom to maneuver, and freedom to attack in every type of operation. Our immediate goal is to fully integrate information operations with air and space operations, ultimately presenting more flexible options to combatant commanders. Success in this goal will help meet two of the pressing requirements set forth in the QDR: the

“need to find, fix and finish combat operations against new and elusive foes”; and, the need for “considerably better fusion of intelligence and operations to produce action plans that can be executed in real time.”

Our source of strength is our people, and their commitment to the Air Force and to Joint operations.

Develop Joint and battle ready trained Airmen. Our source of strength is our people, and their commitment to the Air Force and to Joint operations. We will lead by example and sharpen our entire force by equipping



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Airmen with the combat skills required for all types of operations and locations, better preparing them to meet the demands of more frequent and longer deployments to support the Nation's challenges and threats. We will begin the crucial part of preparing Airmen for combat operations by increasing the emphasis on combat skills training during our basic military training courses, and we will reorient our continuing education training programs to emphasize language and culture. We will also focus on the professional contributions of all Airmen, allowing them to better use their talents in new and flexible ways.



Improve the Total Force quality of life. The cornerstone of the Air Force of today and tomorrow is each Airman's awareness of the respect we have for them, respect for the high standards they meet, and respect for the value of their contributions. We are obligated to work diligently to improve the quality of their lives, and those of their families, so our Airmen can focus on continuing their extraordinary service to our nation.

Implement open, transparent business practices and achieve a clean audit. Our core values demand that we always remain good stewards of the resources entrusted to us. While maintaining our warrior focus, we

must appreciate that organizations at all levels of the Air Force have responsibilities to execute efficient, business-like operations. We must develop processes that take advantage of shared information; make decisions based on timely, accurate, reliable data; and conserve resources by improving processes. Today, decisions are made in ever-tighter cycles. Transparency in our processes and practices is the linchpin to producing sound decisions. We must commit to ever-higher levels of openness and excellence in our management processes. Transformation of the "business" side of the Air Force will not only lead to operational efficiencies, a "clean audit," and improved credibility, but will also lead to more effective and timely decisions where they matter most: combat.

Foster Air Force Smart Operations across the Total Air Force. Efficient processes are critical for us to recapitalize and modernize our combat force. More efficient processes result in the deliberate and systematic elimination of unnecessary surplus and low-value activities. The objective is to better utilize resources, increase speed, and create flexibility to produce more combat capability. At every level, Air Force Smart Operations is not about efficiency for efficiency's sake, but about a visible commitment to sustaining our competitive advantages in air, space and cyberspace. Efficient processes free up resources for recapitalization and modernization, increase the availability of our aircraft by reducing the time they are in depot, and increase our readiness by improving velocity in supply chain operations. This effort is termed Air Force Smart Operations for the 21st Century (AFSO21) and is a critical component in our efforts to win the long war.

Objectives Support

*...to fly and fight in air,
space, and cyberspace*





Setting Our Priorities and Goals

These seven goals provide the common framework for our strategy. Pursuing them simultaneously will ensure we can deliver on our promise: to deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in air, space, and cyberspace. With this common framework, our Airmen can unify and blend their time, talents, knowledge and skills to win the war on terror, develop the next generation of Airmen, and invest in the right systems for the future. With this common framework, we can also stipulate objectives, assign responsibilities for attainment and measurement, and stimulate and empower individual initiative.

Priority 1. Winning the war on terror ... while preparing for the next war.

The Air Force Goal to *foster mutual respect and integrity* supports the strategic implementation of this Air Force priority through the following objective:

1.1: Develop and implement an effective communications program to clearly explain the Air Force's contributions to U.S. and global security. We will work hard to engage our stakeholders so that they better understand how the Air Force is responding to the challenges and opportunities we face.

The Air Force Goal to *sustain air, space and cyberspace* capabilities supports the strategic implementation of this Air Force priority through the following objectives:

1.2: Develop and deploy next generation operational concepts that leverage legacy and emerging capabilities. In this world of rapid change, we must anticipate and stay ahead of our adversaries who are constantly developing capabilities to counter our well-known advantages. We can do so by working continuously to develop operational concepts that use the technologies and systems we have already developed in new ways and in concert with the newest and most innovative systems.

1.3: Develop and implement a plan for developing cyberspace as an Air Force core competency. We will determine the processes and requirements that define the Air Force's contribution to offensive and defensive operations in cyberspace. These will present increased and more flexible options for COCOMs and warfighters to compress the digital kill chain, enable information warfare, and advance beyond all competitors in the medium.

1.4: Develop doctrine and Tactics, Techniques and Procedures (TTPs) for current and emerging information operations/cyberspace missions. We will develop and institutionalize end-to-end processes to generate expertise and ensure continuous innovation in organizing, training and equipping for operations in a dynamic, inherently technological battlespace.



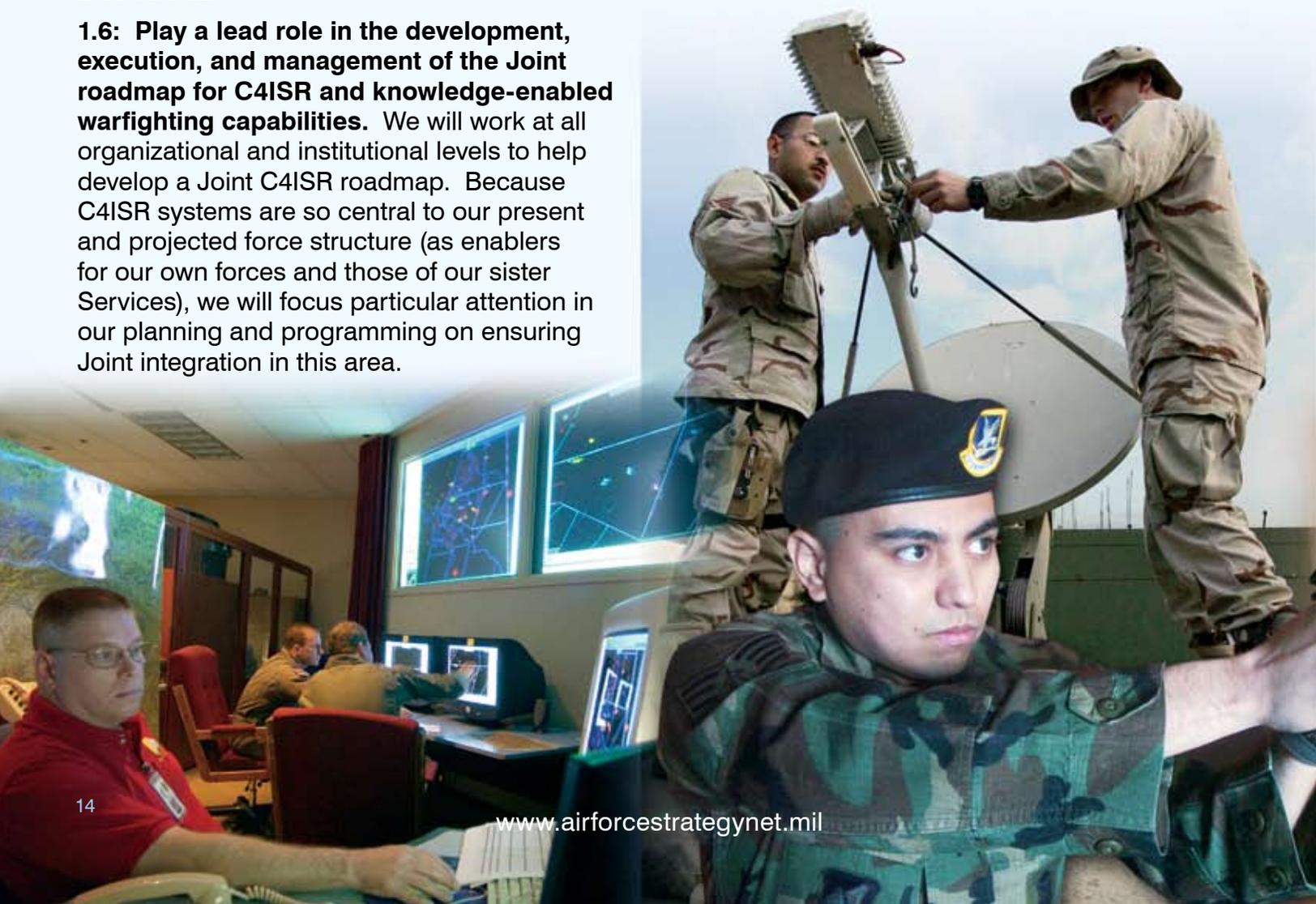
The Air Force Goal to *provide persistent situation awareness* supports the strategic implementation of this Air Force priority through the following objectives:

1.5: Strengthen our ability to share information within the Air Force and between the Air Force and our external partners. For the Air Force and our partners to possess a unified understanding of the battlespace and the decision-making environment for organize, train, and equip functions requires highly integrated information systems built to open standards within cohesive architectures. We will increase our ability to share information and cooperate with partners to capitalize on their efforts.

1.6: Play a lead role in the development, execution, and management of the Joint roadmap for C4ISR and knowledge-enabled warfighting capabilities. We will work at all organizational and institutional levels to help develop a Joint C4ISR roadmap. Because C4ISR systems are so central to our present and projected force structure (as enablers for our own forces and those of our sister Services), we will focus particular attention in our planning and programming on ensuring Joint integration in this area.

1.7: Equip Airmen with the operational assets to produce, fuse and leverage knowledge-based, time-critical, decision quality information. We will provide our fighting forces the technology they need to deliver persistent and fused situation awareness to our Joint and interagency partners. As all of our Air Force and Joint operations become more reliant on information systems and knowledge, we will raise the priority of the development, deployment, and employment of those systems and related assets.

The Air Force Goal to *develop Joint and battle ready trained Airmen*, supports the



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We will live and breathe interdependence as we integrate seamlessly into larger and more complex Joint, combined, and interagency teams.

strategic implementation of this Air Force priority through the following objectives:

1.8: Align Air Force organizations and training to integrate with Joint, interagency and coalition partners. We will live and breathe interdependence as we integrate seamlessly into larger and more complex Joint, combined, and interagency teams. We will become more agile by realizing the benefits of reach-back in operations and logistics, and by reducing the footprint of our forward deployed forces.

1.9: Increase participation of Joint, interagency, and coalition partners in Air Force planning, capability development, and training in core and emerging missions. We must ensure all our partners understand how to leverage the full range of capabilities we provide and how we intend to work with them to win the long war. Increased collaboration with our partners in capability and CONOPS planning and development will help ensure effective interoperability in the future.

1.10: Develop concepts, strategies, force management policies and practices, and legal authorities that provide access to sufficient ARC forces without reliance on involuntary mobilization. To win the war on terror and prepare for the next war effectively, we must adapt to an accelerated tempo, one that will allow us to fight and win with our day-to-day authorities, processes and practices. Ensuring we create the conditions for increased Total Force integration is vital to the continued effectiveness of our fighting force and to the quality of life of Airmen in every component.





Priority 2. Developing and caring for Airmen and their families ... to maintain our competitive advantage.

The Air Force Goal to *foster mutual respect and integrity* supports the strategic implementation of this Air Force priority through the following objective:

2.1: Strengthen Air Force Core values to better reflect the warrior spirit. Our values are the foundation for our behavior day-to-day and in hostile environments. Each Airman must understand how our values make us more formidable.



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The Air Force Goal to *provide Joint and battle ready trained Airmen*, supports the strategic implementation of this Air Force priority through the following objective:

2.2: Reshape recruiting, force development and force management to more effectively meet the requirements of current, changing, and emerging air, space, and cyberspace mission areas. The new environment is a more fluid one. As new mission areas emerge we must plan and organize our talent pool to excel in those new areas while rebalancing the traditional skills and capabilities we possess.

... the Total Force is one Force — Regular Component, Air Force Reserve, Air National Guard, civil servants, and contractors -- relevant, resourced and engaged.

The Air Force Goal to *improve the Total Force quality of life* supports the strategic implementation of this Air Force priority through the following objectives:

2.3: Increase and expand opportunities to integrate personnel of all five Total Force components. We will behave as we believe: the Total Force is one Force – Regular Component, Air Force Reserve, Air National Guard, civil servants, and contractors – relevant, resourced and engaged.

2.4: Ensure a stable and equitable career progression path within every career field in the Air Force. We will be more attentive to the needs of every career field and ensure that each has the opportunity to contribute more to our Air Force.

2.5: Increase the diversity, effectiveness, and utility of education and training

opportunities and mechanisms available to every Airman. We will find and tap new sources of knowledge and new kinds of knowledge to complement proven methods of intellectual and skills growth. We will add the requirement for knowledge of other languages and cultures as appropriate.



2.6: Create proactive force health protection options to ensure Airmen are healthy, fit and safe – from accession through separation. Warriors must be fit to fight. We will make our health, fitness, and safety mechanisms more robust.



Priority 3. Recapitalizing and modernizing our aging aircraft, satellites, and equipment ... to optimize the military utility of our systems and to better meet 21st Century challenges.

The Air Force Goal to *sustain air, space, and cyberspace capabilities* supports the strategic implementation of this Air Force priority through the following objectives:

3.1: Develop and execute a fiscally constrained, integrated recapitalization and modernization strategy, based on the Air Force Roadmap. We will plan and operate within the resources we have been allocated and ensure that we optimize the military utility of our existing systems to better prepare for tomorrow's fight.

3.2: Focus and protect R&D investments that advance the state of the art in areas critical to continued dominance of air, space, and cyberspace. The Air Force always has been and always will be an innovative high-tech force. It is vital that we understand and advance those R&D investments most critical to producing the aircraft, weapons, C4ISR, and

other systems on which we and our Joint and interagency partners rely. We will protect our heritage of technological innovation and extend it into the future by ensuring the right levels of investment in important R&D efforts across the Air Force.

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The Air Force Goal to *implement open, transparent business practices and achieve a clean audit* supports the strategic implementation of this Air Force priority through the following objectives:

3.3: Establish and enforce standards for transparency in acquisition and other business processes that are commensurate with “best-in-class” public and private sector organizations. Transparency is essential to good governance, and good governance is vital to ensuring our Air Force can produce and field the systems with which we will fly and fight. We will continue to perfect the processes that promote good governance through transparency.

3.4: Produce accurate, reliable, timely, life-cycle financial data throughout the PPBE process. We will be better stewards of the resources entrusted to us by committing our workforce and other resources to producing sound data for use in our acquisition system. We will ensure the validity of this data at every stage of the acquisition decision-making life-cycle.

3.5: Improve ability to conduct Service-wide cost management. We will leverage our

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size and our information systems to achieve economies of scale across the enterprise while improving access to accurate cost data.

The Air Force Goal to *foster Air Force Smart Operations across the Total Force* supports the strategic implementation of this Air Force priority through the following objectives:

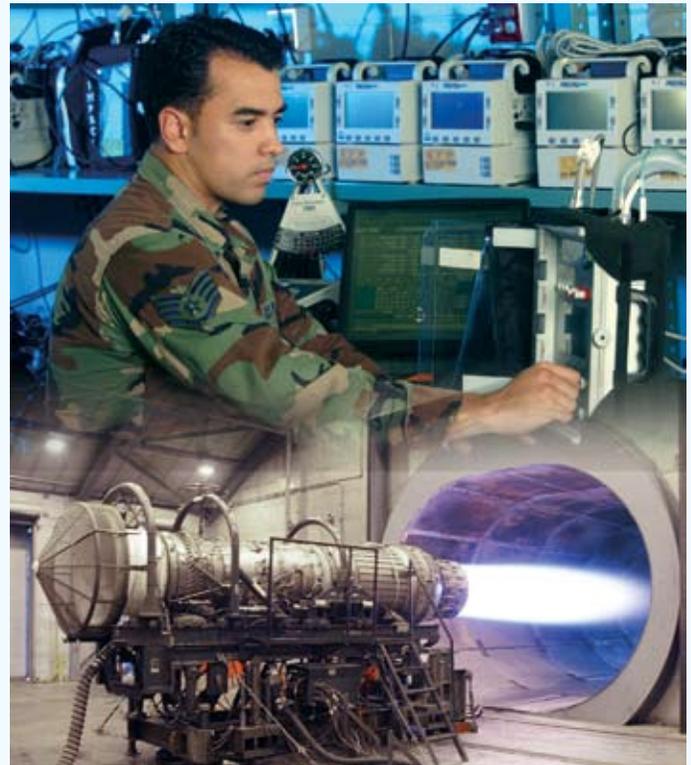
3.6: Develop and institutionalize a comprehensive, Service-wide, strategic-level continuous process improvement approach.

We will capitalize on using knowledge from other organizations and disciplines to improve every business process within the Air Force. With AFSO21, we are challenging all Airmen to examine processes and eliminate steps in business processes that add little to no value.



3.7: Identify missions, systems, programs, and activities to divest or re-role as part of a multi-dimensional strategy for Air Force recapitalization. Value and performance will be the criteria that help us identify and improve or eliminate missions, systems, programs, and activities to transform us to a force that focuses the right resources in the right ways to provide the most effective and reliable sovereign options for the President.

3.8: Streamline infrastructure and other operational assets while optimizing operational capability. Operational capability



increases are the objective and we will achieve them by streamlining our infrastructure and reevaluating our portfolio.

3.9: Review and revitalize acquisition, and related processes to improve cost and schedule control, and performance assurance.

We will ensure measurably greater control over the performance of Air Force acquisition processes. We will produce and field systems as they mature and then expand their capability through evolutionary acquisition.

3.10: Incorporate flexible risk management approaches to technology transfer, information sharing and interoperability.

We will better understand and make more explicit the risks we must manage when we work together with Joint, allied, and interagency partners in order to create a more capable team. Sharing technology, information, and responsibility for operations requires us to be more open to new ways of doing business that may be unfamiliar, while remaining focused on operational success and security in everything we do.

The following diagram (Figure 1) graphically portrays the relationship among the Air Force Priorities, Goals, and Objectives.

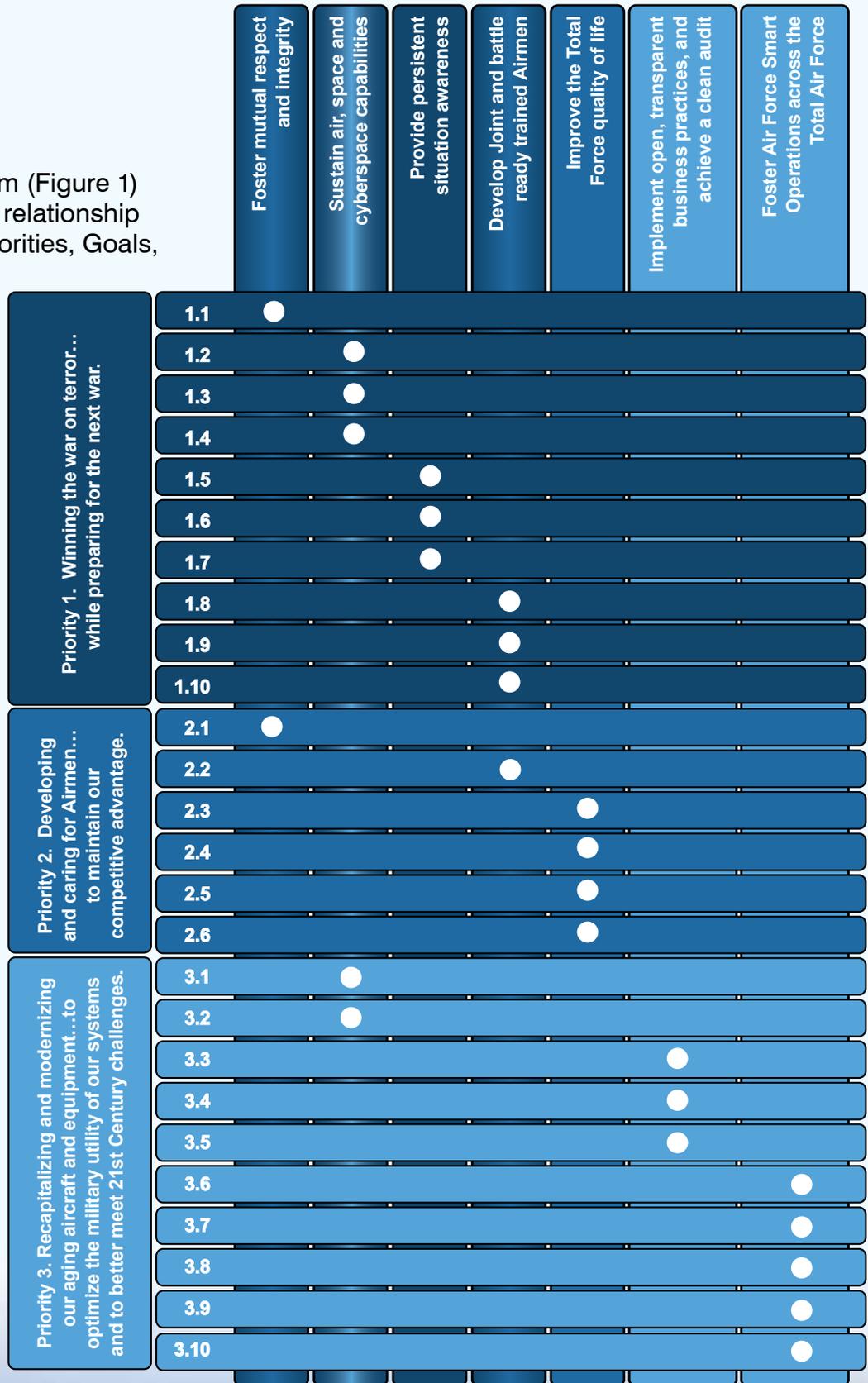


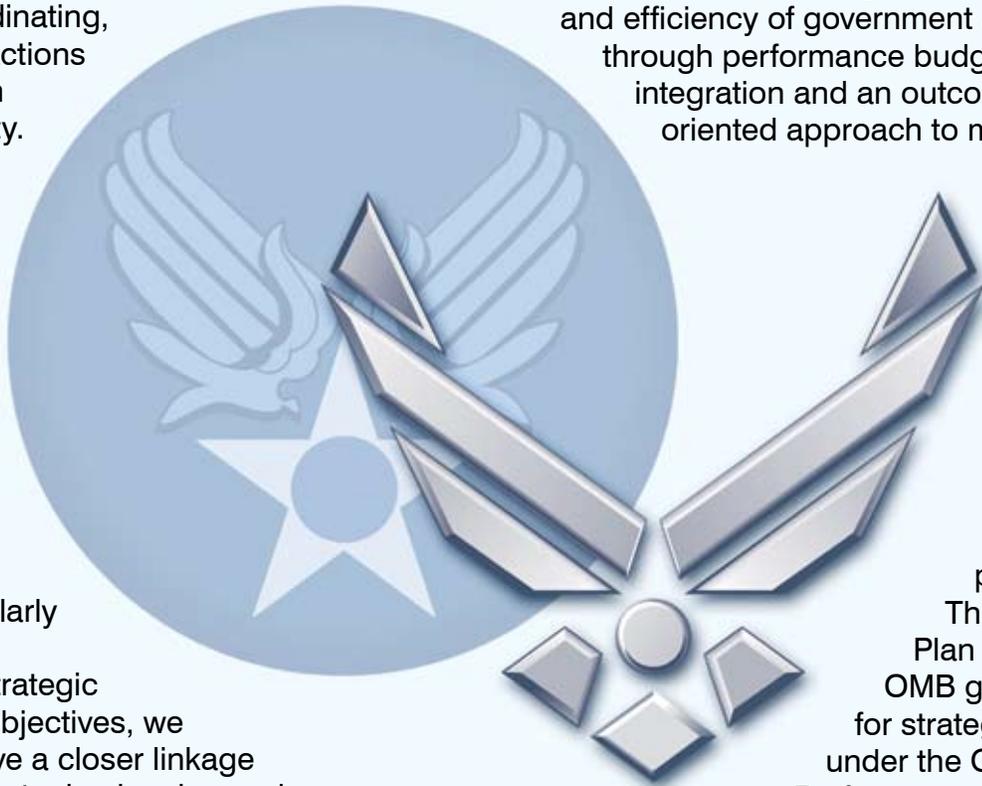
Figure 1



Executing on Our Objectives

The detailed implementation and management plan in Appendix B guides how we will execute the Secretary of the Air Force's and the Chief of Staff of the Air Force's guidance and how we allocate resources. What gets measured gets done, and our implementation and management plan assigns responsibility to senior Air Force leaders who will be accountable for directing, coordinating, and reporting actions to achieve each Air Force Priority. They will measure and report their progress through the Air Force Council to the SECAF and CSAF. By assigning responsibility to the Air Force Council to regularly monitor overall attainment of strategic Priorities and Objectives, we intend to achieve a closer linkage between our strategic planning and programming efforts. In addition, we designed the implementation and management plan to work in harmony with ongoing AFSO21 initiatives and aligned the governance structure with proposed AFSO21 governance plans and structures where possible.

This Strategic Plan codifies the Air Force's strategic Priorities, Goals and Objectives in accordance with the intent of the National Security Personnel System (NSPS) and the President's Management Agenda (PMA). The NSPS aligns employees' performance with the strategic plans and mission requirements of the DoD and individual DoD organizations. The PMA focuses on improving the effectiveness and efficiency of government agencies through performance budget integration and an outcome-oriented approach to measuring



performance. This Strategic Plan also meets OMB guidelines for strategic plans under the Government Performance and Results Act (GPRA). In accordance with OSD guidelines, the strategic Priorities and Objectives contained in this plan can be mapped to the four risk areas identified in the DoD Risk Management Framework. Appendix D and Appendix E provide further discussion.

Lasting Heritage



AIR FORCE STRATEGIC PLAN

...Limitless Horizons

We are America's Airmen. Our heritage is innovation. Our culture is expeditionary. Our attitude is Joint. Our mission is clear - to provide sovereign options. We achieve this by our capability to fly, fight and win in Air, Space, and Cyberspace, to mass effects, and to ensure dominance of the air, space, and cyberspace domains. As threats change and America's interests evolve, we will continue to adapt, evolve and remain the world's premier air, space, and cyberspace force. Together with our fellow Services, we stand resolute, committed to defending the United States and defeating our enemies.



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Appendix A

Air Force Capabilities-Based Planning

Air Force capabilities-based planning begins with strategic direction from the SPG, JPG, Defense Planning Scenarios, Joint Vision, JOpsC family of joint operations concepts, Air Force Mission, Air Force Vision, Air Force Strategic Plan and Air Force Strategic Planning Guidance. Based on this direction, the Air Force conducts the Capabilities Review and Risk Assessment (CRRA) process, administered by A3/5. In this process, effects and desired capabilities are prioritized and linked in the Air Force CONOPS. The Air Force CONOPS are then analyzed along with OPLANs, IPLs, studies, and lessons learned. Capability gaps or shortfalls are identified, reviewed, and prioritized. MAJCOMs focus on capability objectives to develop solutions to identified shortfalls and

evaluate whether those solutions are worth pursuing. If so, the potential solution(s) may enter Air Force Capabilities-Based Development with A3/5 directing a MAJCOM or Agency to develop an Initial Capabilities Document (ICD). The CRRA process helps guide the A8 process for delivering the Air Force budget submission, which involves integrating MAJCOM Roadmaps into an Air Force Roadmap, which then in turn drives development of the Annual Planning and Programming Guidance (APPG) and ultimately the Air Force Program Objective Memorandum (POM). Figure 2 depicts the Air Force capabilities-based planning process. It illustrates the relationships among the processes described above.



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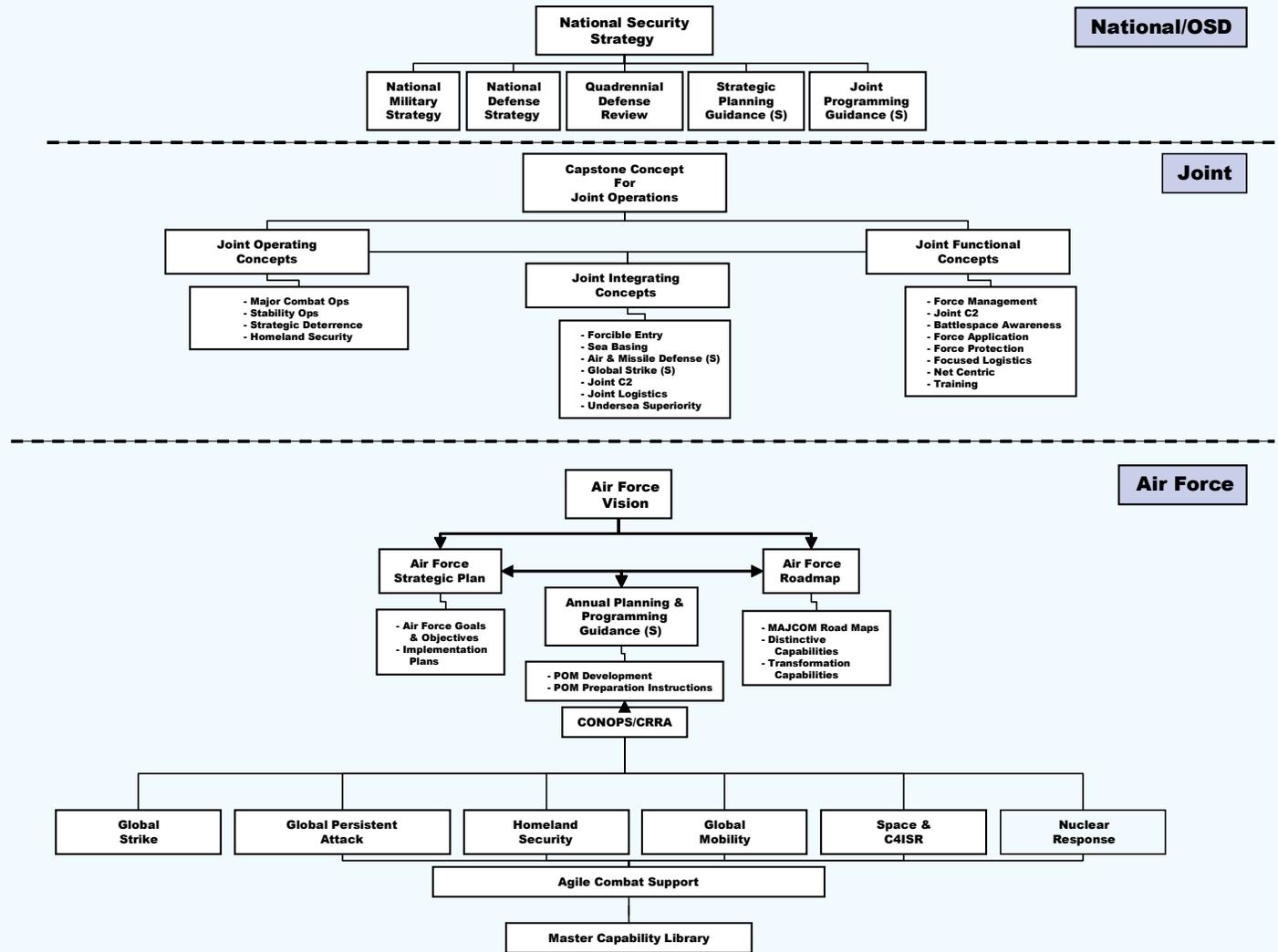


Figure 2

Appendix B

Implementation and Management Plan

I. The Air Force Council acts as a deliberative body with responsibility for monitoring the overall attainment of the Priorities, Goals, and Objectives in this Plan. The Council will meet quarterly with the SECAF and CSAF to review progress and to discuss any significant changes to the Priorities, Goals, or Objectives. During the quarterly Performance Management Reviews, the Air Force Council will confer with organizational leadership and obtain information to enable the Council to validate existing Objectives and, as appropriate, to eliminate non-productive Objectives or add new Objectives to meet emerging requirements. The quarterly meetings will also offer the opportunity to recommend changes to continuously align the strategic Priorities and Objectives of the Strategic Plan with changing Air Force and DoD demands. Specific responsibilities include:

- Meeting quarterly to confirm direction and modify Objectives to meet emerging requirements
- Providing resources to establish new capabilities as outlined in the Plan
- Monitoring progress towards achievement of Priorities, Goals, and associated Objectives
- Reviewing quarterly performance reports from Priority Champions

The Air Force Council will strive to adequately balance the costs associated with implementing the Objectives against current obligations. It will advocate for future funding to pursue implementation as necessary.

II. SAF/AA and AF/CVA are responsible for effective implementation of the Strategic Plan, acting on behalf of the SECAF and CSAF to ensure Priority and Objective Champions are executing their implementation plans in a timely manner.

III. Priority Champions are members of the HAF/SAF and are either Presidentially appointed members of the Secretariat, General Officers, or SES members assigned to each of the three Air Force Priorities. Each Priority Champion is responsible for directing, coordinating, and reporting actions (generally executed at the Objective level) to achieve a particular Priority. Priority Champions review frequently the efforts and progress of the Objective Champions associated with their Priority, assist with implementation, and recommend changes to Objectives when appropriate. Priority Champions provide quarterly progress reports to the Air Force Council. Priority Champions' responsibilities include:

- Directing and coordinating activities associated with accomplishing the overall Priority, including actions that fall within the responsibility of another organization
- Tracking and ensuring the completion of actions outlined in the implementation plans for each Objective that falls within the Priority area
- Approving and providing feedback on performance metrics developed by Objective Champions for each Objective within the Priority area
- Consolidating findings and conclusions regarding progress on the Objectives under their Priority and reporting them quarterly to the Air Force Council
- Identifying and articulating resources needed to achieve the Priority

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- Reporting shortfalls to the Air Force Council and identifying risk areas
- Recommending changes to the Plan (e.g. closing, adding, or changing an Objective) to the Air Force Council as appropriate

IV. Objective Champions are members of the HAF/SAF and/or MAJCOMs who are either senior officers or civilians directly responsible to a Priority Champion for attaining performance levels on assigned Objectives. Specific responsibilities include:

- Developing the implementation plans necessary for the achievement of their assigned Objectives
- Ensuring the overall achievement of assigned Objectives, by managing and overseeing initiatives and other actions taken in support of the Objectives
- Identifying resources to accomplish responsibilities for assigned Objectives
- Implementing specific actions to successfully complete the Objective and supporting initiatives
- Developing Objective performance metrics (with the assistance of AF/A1)
- Reporting progress against the implementation plan and its performance metrics (to track achievement of milestones)
- Attending the quarterly Air Force Council meetings to provide additional information as needed in support of Priority Champions' reports
- Identifying and reporting constraints with recommendations to mitigate risk

Objective Champions will begin drafting implementation plans for their assigned Objectives in accordance with the format guidelines issued by AF/A8 within 30 days

of the publication of the Air Force Strategic Plan. All Objective implementation plans must be completed and approved by the Priority Champions within 90 days of Strategic Plan publication.

V. HQ Air Force two-letter organizations and major commands will create and/or update existing organizational level strategic plans to align with and support the Air Force Strategic Plan at the next scheduled interval in their organizational planning cycle, or within six months of Air Force Strategic Plan publication, whichever is earlier. In the case of organizations/commands that have published strategic plans within the six months preceding publication of the AF Strategic Plan, they will (at a minimum) issue a change that addresses any disconnects between their existing plan and the Air Force Strategic Plan. They will work closely with Objective Champions to implement specific actions within their areas of responsibility to successfully achieve the Objectives.

The flow-down of strategic Priorities, Goals, and Objectives to initiatives and actions at each successive level of organization will allow the Air Force to execute its mission, and will form the basis for the development of performance management plans for all Air Force civilian personnel as required by the National Security Personnel System.

VI. AF/A8 has overall administrative responsibility for the review, updating and maintenance of the Air Force Strategic Plan. AF/A8 is responsible for establishing guidelines and procedures for the Objective implementation plans and providing updated guidance for the overall strategic planning process within the Air Force. AF/A8 serves as advisor to the SECAF, CSAF, and the Air Force

Council on strategic planning. AF/A8 advises Priority Champions, consolidates feedback and ideas from the Priority and Objective Champions, and prepares the members of the Air Force Council on planning issues. Every two years, AF/A8 will conduct a strategic dialogue with Air Force senior leaders to review and update the overall Air Force Strategic Plan.

VII. AF/A1 has overall responsibility for the performance measurement and reporting elements of the Air Force Strategic Plan. AF/A1 will assist Priority and Objective Champions in the development of strategic performance measures. AF/A1 will provide analytical expertise and counsel to the Priority and Objective Champions in determining the most effective performance measures for assessing the accomplishment of strategic Objectives, as outlined in the Air Force Strategic Plan. AF/A1 is responsible for ensuring all performance metrics, once developed, are updated on a

regular basis by the Objective Champions and ready for leadership review at the quarterly Performance Management Reviews with the Air Force Council. AF/A1 is responsible for meeting any external reporting requirements on the performance of the Air Force Strategic Plan. Lastly, AF/A1 will consolidate any feedback and ideas from the Priority and Objective Champions and forward this information to AF/A8.

VIII. The Air Force Strategic Plan governance structure is depicted in Figure 3. The structure is aligned wherever possible with the proposed governance structure for the AF SO21 initiative (as defined at the time of publication), with the intent of minimizing any duplication of effort and resources in the implementation of both the Strategic Plan and the AF SO21 initiative. This alignment will facilitate cooperation and coordination between the Priority Champions and the AF SO21 Process Owners, achieving maximum benefit for the Air Force.

AF Strategic Plan Governance Structure

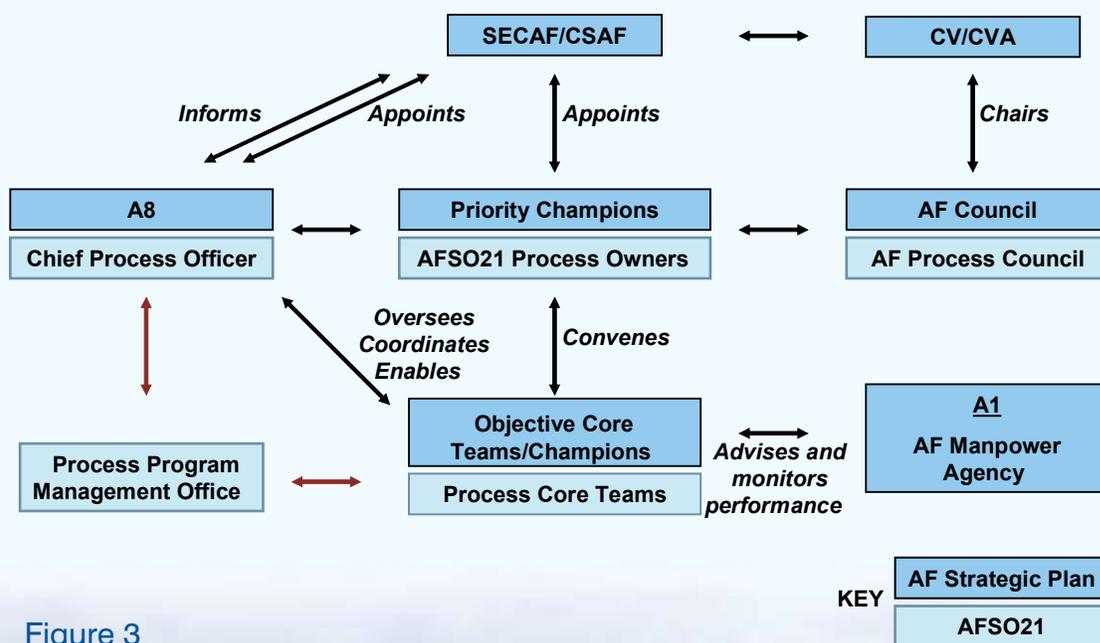


Figure 3

Appendices C, D and E will be available on the Air Force Strategic Plan Web Site.





For questions, please contact HQ AF/A8 at 703-697-4469
www.airforcestrategynet.mil